

Decentralization and Local Governance Project  
(Strategic Objective 2)

QUARTERLY PROGRESS REPORT  
March – June 2000

Prepared by ARD  
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## Contents

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<b>Acronyms .....</b>	<b>(i)</b>
<b>Introduction.....</b>	<b>1</b>
<b>I. Accomplishments.....</b>	<b>2</b>
<b>II. Summary of Activities</b>	
1) Administration and Finance	
A. Administrative Start-up .....	3
B. Office Space and Installations .....	3
C. Staffing .....	4
D. Procurement .....	4
E. Budget and Finance .....	4
F. Administration.....	4
G. Incentive Grant Fund .....	5
2) Technical	
A. Team Building, Networking, and “Marketing” .....	5
B. Selection of First Year Zones.....	6
C. Development of Zone Strategy Plans .....	9
D. Preparation of Support Interventions .....	12
E. Monitoring and Evaluation.....	13
<b>III. Conclusions .....</b>	<b>15</b>
<b>IV. Planned Activities Third Quarter (July – September 2000).....</b>	<b>16</b>
<b>Annexes</b>	
1) Staffing .....	I
2) Target Zones – Year 2000 .....	II
3) Map of Target Zones .....	III
4) Summary of Priority Strategies Identified during ZSPW’s .....	IV
5) Reports and Documents Produced during the Reporting Period .....	VI
6) Workshops Organized during the Reporting Period.....	VII
7) Introductory Meetings Held with Partner Structures (March – June 2000).....	VIII

### Acronyms

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AMS	<i>Association des Maires du Sénégal</i>
APCR	<i>Associations des Présidents de Conseil Rural</i>
APM	Advanced Participation Methods
ARD	Associates in Rural Development, Inc.
ARD HOM	ARD Home Office Project Manager
CBO	Community-Based Organization
CBNRM	Community-Based Natural Resource Management
CESAG	<i>Centre Africain d'Etudes Supérieures en Gestion</i>
CNCR	<i>Conseil National de Concertations des Ruraux</i>
COP	Chief of Party
CR	<i>Communauté Rurale</i>
CTO	Contractor's Technical Officer
DCL	<i>Direction des Collectivités Locales</i>
DCOP/FMS	Deputy Chief of Party/Financial Management Specialist
DP/LGMS	Decentralization Policy/Local Government Management Specialist
ENEA	<i>Ecole Nationale d'Economie Appliquée</i>
FENU	<i>Fonds d'Equipement des Nations-Unis</i>
GOS	Government of Sénégal
KIR	Key Intermediate Result
MERA	Monitoring, Evaluation, Reporting and Analysis
NGO	Non-government Organization
PFS	Public Finance Specialist
PMP	Performance Monitoring Plan
PPMP	Procurement and Property Management Plan
PPS	Popular Participation Specialist
RFP	Request for Proposal
SAFEFOD	<i>Société d'Education et de Formation pour le Développement</i>
SO	Strategic Objective
TA	Technical Assistance
TWG	Technical Working Group
USL	<i>Université de Saint Louis</i>
USAID	United States Agency for International Development
ZSPW	Zone Strategy Planning Workshop

## INTRODUCTION

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The Decentralization and Local Governance Support project is a key component of USAID/Senegal's development assistance program. It is aimed at improving the performance of local elected officials and other actors for more effective, democratic, and transparent management of services and resources. Its ambition is to contribute to the emergence of viable local government, with more dynamic institutions and more effective citizen participation in the management and supervision of local affairs. The project targets three levels of local government: the *communautés rurales*, the municipalities, and regions. It is designed to provide assistance not only to governmental institutions, but to grassroots community organizations as well. The project is implemented by the Associates in Rural Development (ARD) under USAID contract no. 685-C-00-00-00037-00.

In the first year of implementation the project will work with selected local collectivities in three priority regions: Saint-Louis, Kolda and Thiès.

Expected results of the project are:

- increased capacity of local institutions;
- increased access to financial resources;
- increased participation of local populations in the management and supervision of local affairs;
- more effective implementation of decentralization policies and regulations.

ARD's strategy of intervention is centered around the provision of training and technical support on a demand-driven basis to strengthen local government and community capacities to address their own needs and priorities.

This report is an assessment of the progress achieved by ARD during the first four months of the project. It emphasizes the major administrative actions associated with the establishment of ARD operations in Senegal, and implementation of the technical plan for zone and activity selection.

The report is divided into four main sections:

- major achievements;
- summary of administrative, financial and technical activities;
- conclusions and perspectives; and,
- supplemental information in annexes.

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## **I. ACCOMPLISHMENTS**

The achievements of the first four months of project implementation result from the combination of several factors, including:

- the commitment demonstrated by the project team in overcoming difficult start-up conditions (cramped temporary office quarters, the staggered arrival of technical and administrative personnel, and a national context marked by the presidential election);
- the sustained collaboration of administrative authorities, local government officials, and community-based organizations involved in the implementation of Senegal's decentralization policy;
- prompt acquisition of needed logistical support.

Noteworthy points include:

### **1. Highlights**

- Rapid mobilization of the project team and initiation of field activities;
- Rapid integration of the project and the firm into the Senegalese environment;
- Active effort to develop partnerships with other development organizations;
- Innovations introduced into the project strategy and implementation process;
- Project strategy firmly anchored in the expressed priorities of local collectivities;
- External and internal communications strategies;
- The hope inspired in local populations by the project.

### **2. Major achievements**

- Introductory visits with a wide range of potential project partners at the national level (national directors, the three associations of elected officials, NGO's and other partners) and in the first three priority regions (administrative and local authorities);
- Recruitment of administrative and technical staff, and establishment of permanent headquarters in Point E;
- Organization of a team-building workshop for extended SO2 team and partners;
- Acquisition of essential office equipment and vehicles;
- Selection of 13 zones of intervention in priority regions;
- Production and distribution of a note summarizing the project (in French, Wolof, and Pulaar)
- Training of ARD staff and local facilitators in Advanced Participation Methods;
- Organization of strategy planning workshops (ZSPW's) in all thirteen target zones;
- Establishment of technical working groups (TWG's) composed of citizens and local council members in all target zones;
- Organization of orientation sessions with TWG's in five target zones in St. Louis region;
- Holding of workshops to share experiences and approaches regarding the training of local elected leaders, and the institutional development of community-based organizations;
- Collection of data regarding target zones during site selection and ZSPW's.

## **II. SUMMARY OF ACTIVITIES**

### ***1. Administration and Finance***

#### *A) Administrative Start-up*

The DCOP/FMS and ARD Home Office SO2 Assistant Program Manager (APM) arrived in country on February 13, 2000 for interim office set up. On February 16 the ARD team leased a two-bedroom apartment at a downtown location in proximity to USAID, which served as interim office until April 4. An interim local administrative support staff was hired within ten days of in-country arrival to provide assistance in the immediate procurement of essential office goods and services. A driver with his personal vehicle was hired on the same date. An unsolicited applicant was engaged to perform general clerical, secretarial tasks the week following COP in-country arrival February 24, 2000.

Other tasks completed by the DCOP/FMS and APM immediately upon arrival included:

- purchase and activation of cellular telephones;
- subscription and activation of internet/email account for online access two days after arrival;
- establishment of Citibank local currency bank account the day after arrival, with account opened for Home Office funds transfer the following week;
- survey of local market to determine availability and obtain price quotations for vehicle, computer and photocopier rentals and purchases, office furnishing purchases;
- contact and meet with long-term local hire technical staff;
- visit potential office and U.S. staff residential properties;
- consult with local U.S. government, non-government and international agencies—including SO1 team—regarding their in-country administrative operations;
- meet with USAID personnel from the Executive Office, Travel Office, Contracts Office and introduction to additional USAID SO2 team members.

#### *B) Office Space Selection and Installations*

Principal criteria considered by COP and DCOP/FMS for final selection included the following:

- location outside of congested downtown area with ease of public and private vehicle access to and from downtown government and ministry offices and local businesses;
- interior office space to accommodate individual offices for COP and long-term technical staff; conference room/meeting area for staff and guests; common work area for DCOP/FMS and administrative staff; and space available for additional and intermittent staff;
- parking security for up to seven project vehicles; and most importantly,
- property available for immediate occupancy requiring minimal repair and renovation.

The office selected satisfied the most important criteria outlined above, with the only shortcoming being the lack of desired interior property parking for project vehicles. ARD has contracted for 24-hour guard service to provide security for the office and for project vehicles parked along the street.

ARD moved from its interim office to its permanent office location on April 5, 2000, seven weeks after initial staff arrival. Major renovations required upon occupancy included telephone and electrical outlets for all offices and staff, air conditioning installation, and local area computer network wiring. The last of these renovations was completed on May 4. The only major remaining office work is the installation of a power generator to be completed by end of July 2000.

### *C) Staffing*

The first long-term technical staff member entered on duty February 24, 2000. The remaining core staff members began full-time work in March and April, with the last entering on duty April 10, 2000 (see Annex 1). As core staff members extricated themselves from previous employment responsibilities during this period, they made themselves available for weekend and evening orientation sessions with ARD and participated in key meetings with USAID and GOS officials.

Advertisements of administrative support staff position openings were published in two local newspapers March 24 and 25, 2000. Formal interviews began a month later. The advertised positions of Administrative Assistant I, Program Assistant, Admin Assistant II, Finance Assistant and three drivers were filled between May 1 and June 13. A satisfactory candidate was not identified from the applicants interviewed to fill the Administrative Manager position. The position will remain vacant until it is determined additional staffing is needed.

### *D) Procurement Plan*

A thorough survey of local vendors revealed that all essential project procurement needs – office supplies, equipment, furnishings, and vehicles – could be obtained from in-country sources, thus permitting ARD to submit its initial post procurement and property management plan (PPMP) to USAID contracting officers within four weeks of arrival in country.

ARD received an interim authorization from the CTO on March 14, 2000 to make urgent purchases from the PPMP draft submission. Following review of subsequent drafts and meetings with the SO2 team to incorporate specific revisions to the PPMP, the final version of the plan was approved by the CTO on March 28, and by the Regional Contracting Officer on March 31, 2000.

### *E) Budget & Finance*

Initial start-up expenditures are well within the budgeted line item amounts due in part to a favorable U.S. dollar local currency exchange rate which remains strong four months into project implementation. With the completion of all immediate major equipment, furnishings and vehicle expenditures during this period, ARD does not now anticipate adverse impacts to financial operations. We have been able to reprogram funds for under budgeted supply line items without compromising program integrity and overall budget allocations.

The two areas in which actual expenditures have significantly exceeded budgeted line item amounts are supplies (which encompass everything from paper, pens, and markers to light bulbs and hand soap) and computer system and network software. A hefty expenditure remains to be made for the purchasing of required software site licenses for individual workstations.

### *F) Administration*

ARD/Senegal policies and procedures are consistent with USAID regulations, ARD Home Office guidelines, and local government laws. Necessary forms have been prepared and interoffice memorandums circulated to all staff to explain and clarify specific issues and procedures. An ARD/Senegal procedures manual is in preparation, and should be completed by July 31, 2000. Staff training for specific position responsibilities will continue with increased emphasis on information management and local staff English language use.

### *G) Incentive Grant Fund*

This is the last major administrative activity of project start-up. It will be implemented in the third quarter in consultation with the COP and technical staff, beginning with the preparation of the fund application and procedures manual.

## **2. Technical**

### *A) Team-Building, Networking, and “Marketing”*

#### Objectives:

Three challenges faced by ARD in the start-up period revolved around team building, networking, and “marketing”. The first entailed developing a shared sense of purpose among ARD core staff, and establishing effective working relationships with the USAID Strategic Objective team. The second included getting to know the key individuals and organizations working in decentralization in Senegal in order to gain a better understanding of the context in which SO2 would be implemented, assessing complementarities, and setting a foundation for future exchanges and collaboration. The third involved communicating the objectives and approach of SO2 to partners and potential beneficiaries.

#### Activities:

- organized series of orientation meetings (ARD Home Office Manager and COP) for core team members on topics that included technical approach, contractor results, etc.;
- held team-building workshop from March 9-10 at CESAG for enlarged SO2 team (USAID, GOS, ARD headquarters and core staff, and subcontractors)
- had introductory meetings with representatives of a number of structures, organizations, and projects concerned with decentralization and local governance, including Ministry of Decentralization, DCL, APCR, AMS, ENDA-Graf, CBNRM, CNCR, etc. (see complete list in Annex 7);
- developed summary “*Note de Presentation*” of project, and translated into Pulaar and Wolof for distribution in target zones;
- met with administrative officials (governors, *préfets*, *sous-préfets*) and regional council authorities to review objectives of SO2 and discuss implementation issues in all three priority regions;
- participated in short briefing session (COP and DCOP) with U.S. Ambassador, organized by CTO;
- participated in monthly coordination meetings of SO teams (May);
- participated (COP) in process spearheaded by FENU to establish a network of decentralization project coordinators in Senegal as a complement to donor subcommittee on decentralization;
- attended national workshop (DP/LGMS) assessing the impact of Senegal’s decentralization reforms (a prelude to the sub-regional forum on decentralization and local development, scheduled for September in Bobodioulasso, Burkina Faso).
- systematically transmitted copies of ZSPW reports to key government agencies, de-concentrated administrative authorities, regional council presidents, and the “*Maison des Elus*”.



Results:

- ARD core staff demonstrated a high degree of cohesion and personal commitment to the success of the project, as evidenced by their willingness to work weekends and holidays and endure the rigors of an intense in-country travel calendar during the start-up phase.
- ARD enjoyed extremely helpful and positive working relations with members of SO2 team on both administrative and technical matters. The SO2 decentralization expert helped introduce ARD to key central and local government officials. USAID staff have participated in field activities (zone validation and/or ZSPW's) in all three priority regions.
- GOS structures and other organizations and projects shared valuable information and insights with ARD which proved particularly helpful in identifying appropriate zones of intervention.
- Administrative authorities played an unexpectedly important role in the successful conduct of zone validation missions and ZSPW's by assisting with communications between ARD and local collectivities (often at considerable expense and effort). Several rolled up their sleeves and took part in ZSPW's.

Problems encountered and proposed actions:

- After an initial flurry of meetings in March and April, ARD's visits with partner structures and projects tailed off precipitously as it moved into an implementation mode. To consolidate these relationships, a deliberate strategy of information-exchange and follow-up visits is required, as well as regular participation in coordination initiatives such as the proposed network of decentralization project coordinators.
- To date, ARD has employed "SO2" and "*Projet d'appui à la decentralization et la gouvernance locale*" as project names. Neither lends itself to the objective of making the project a household name in Senegal. ARD is examining the possibility of a naming contest, to be associated if possible with the project launching ceremony scheduled in late July.

*B) Selection of First-Year Zones*

Objectives:

The goal in selecting zones of intervention was to objectively identify a number of local collectivities which ARD could successfully support during the first year of the project.

The selection process was intended to address the dual challenge of establishing high-quality interventions leading to appreciable changes in the management of local affairs while at the same time assuring rapid start-up of activities based on local demand and broad community participation.

Activities:

The zone selection process utilized was as follows:

1) Determination of eligibility criteria for local collectivities

Based upon recommendations of the Team Building workshop, specific eligibility criteria were defined.

2) Recommendations from resource organizations and institutions

In March 2000, ARD asked 17 organizations and institutions involved in the decentralization process with good knowledge of local collectivities in Senegal to recommend *communautés*

*rurales* and municipalities meeting selection criteria in each of the three target regions. Forty-six collectivities were recommended out of a total of 96 in the three regions.

Meetings held subsequently with representatives from several of the resource organizations provided ARD the opportunity to briefly outline its project objectives, to establish collaborative relationships, and to improve the relevance of its analytical tools.

### 3) Collection of detailed information and data on the collectivities

Taking account of the project's strategic objective and expected results, and the agreed upon eligibility criteria, ARD developed a questionnaire that was sent to administrative authorities (governors, *prefets*, *sous-prefets*) in the three, first-year priority regions. No collectivity was overlooked.

The information collected from the questionnaires provided satisfactory knowledge of the development conditions and levels of organization in the collectivities. Local administrative authorities were encouraged to provide any additional information they felt might be useful to the survey. This additional information was helpful in providing the project team a greater understanding of the realities in many of the collectivities. The analysis of the questionnaire data resulted in the pre-selection of 24 collectivities (6 municipalities and 18 rural collectivities) out of the 46 proposed initially.

Difficulties with the forwarding and subsequent collection of the completed questionnaires were eventually overcome without a significant delay in the survey process. In addition to their value in providing necessary information for the selection of collectivities, the questionnaires contain statistical data which will be useful to ARD and collaborating organizations during project implementation.

### 4) Validation and selection of intervention zones

To validate the information collected, ARD organized meetings in each of the pre-selected collectivities with local elected officials, community organization leaders, administrative authorities, and state technical agents responsible for decentralization and local development.

These meetings gave ARD the opportunity to:

- present the project goals and objectives;
- validate the information gathered on the collectivities;
- become more knowledgeable about the collectivities;
- assess the possibilities for successful implementation of the project in each collectivity;
- measure the level of interest shown in the project by the local authorities and population.

The meetings were an invaluable part of the selection process. They enabled ARD to submit zone selection recommendations to USAID based not only upon secondary data, but upon direct interaction with local authorities and populations who expressed themselves openly regarding the situation of their collectivities. At the conclusion of site validation missions in each region, ARD submitted a report to USAID outlining its findings and recommendations.

This process led to the selection of 13 collectivities, comprising four municipalities and nine *communautés rurales* (see Annex 2).

**Execution of Zone and Activity Selection Process  
March - June 2000**

Activity	Month of March					Month of April					Month of May					Month of June				
	Week					Week					Week					Week				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
<b>STEP 1: Confirm region selections</b>																				
Region selections confirmed																				
<b>STEP 2: Select start-up zones of intervention</b>																				
Eligibility criteria defined																				
Request for recommendations of zones sent to partners																				
Meetings with partner organizations & institutions																				
Survey of Saint Louis zones																				
Proposals of zones received from partners																				
Pre-selection of Saint Louis zones																				
Site validation and selection of Saint Louis zones																				
Survey of Kolda and Thiès zones																				
Pre-selection of Kolda zones																				
Site validation and selection of Kolda zones																				
Pre-selection of Thiès zones																				
Site validation and selection of Thiès zones																				
<b>STEP 3: Conduct Zone Strategy Planning Workshops</b>																				
Saint Louis ZSPW																				
Kolda ZSPW																				
Thiès ZSPW																				
<b>STEP 4: Organize Technical Working Groups</b>																				
Work with TWG-Saint Louis																				

### C) *Development of Zone Strategy Plans*

ARD's intervention is based on a strategy of assisted self-reliance – strengthening the capacity of collectivities to address their own priorities. These priorities are to be identified through a participatory process that solicits input from all major components of the community. Project interventions to achieve local development strategies – in particular training support or technical assistance – are to be based on clearly-expressed local demand. To put this strategy into effect during the start-up phase, ARD undertook a process which included the following steps:

- training of facilitators in Advanced Participation Methods;
- organization of strategic planning workshops;
- assistance in the establishment of Technical Working Groups;
- determination of activities to be supported.

#### 1) Training in Advanced Participation Methods

Advanced Participation Methods (APM) consist of a set of tools and techniques used to facilitate the involvement of individuals and groups in participatory planning and decision-making processes. APM has been utilized effectively by ARD in democracy/governance projects in a number of countries. To familiarize ARD/Senegal staff with these tools, and constitute a pool of local resource persons capable of facilitating project events in the target collectivities, ARD organized an APM training workshop in Dakar from April 12 - 14, 2000.

Out of 78 facilitator candidates recommended to ARD, 23 were invited to the APM training program based upon a review of their application documents and the following selection criteria:

- minimum of a master's degree;
- relevant professional experience;
- fluency in at least one of the national languages spoken in the target zones;
- prior experience as a facilitator and/or trainer;
- specific experience in the implementation of decentralization programs or activities.

In addition to the 23 facilitator candidates, seven partner organizations identified individuals to participate in the three-day training, including: the *Maison des Elus Locaux*, DCL, CNCR, ENEA, USL, and ENDA-Graf.

The workshop was conducted by Gary Forbes, an ARD consultant and recognized expert in group facilitation techniques, and Pape Sene, West Africa director of CLUSA, an ARD subcontractor. The training used a combination of individual reflection (brainstorming), small-group discussions, and practical exercises permitting participants to increase their knowledge and understanding of group facilitation by integrating their own individual experiences.

At the end of the workshop, ARD selected six persons to assist with the initial zone strategy planning workshops in the Saint Louis region based upon their demonstrated mastery of the methodology and their immediate availability.

Problems encountered and proposed actions:

- production of the French-language version of the APM manual posed technical difficulties, particularly the transfer of diagrams and symbols;
- ARD staff focused on identifying facilitators who were available for immediate service, and did not have adequate time to select a second group of potential facilitators;

- several partner organizations replaced the participants initially tapped to attend the training with less qualified individuals;
- the presence of representatives from partner organizations reduced the number of potential facilitators who could be invited to the training.

In order to enlarge its pool of potential facilitators, and increase the number of skilled facilitators utilizing APM in Senegal, ARD will undertake the following:

- organize a second APM training workshop in the fourth quarter for a new group of participants;
- select individuals from the first and second workshops to receive additional training to qualify as APM trainers;
- include members of the local collectivities and NGOs in the group of APM trainers.

## 2) Zone Strategy Planning Workshops (ZSPW)

The strategy planning workshops were the first ARD activity in direct support of the thirteen target collectivities. These workshops permitted the collectivities to define priority strategies for improving the management of services and resources, and to identify potential technical assistance and training needs which ARD could help them to address.

### Methodology

The workshops were held for one full day in each of the local collectivities. Special emphasis was placed on the participation of all components of the local collectivity (councils, community based organizations, local institutions, etc.) as well as local administrative authorities, de-concentrated state technical services (CERP, health) and NGOs. The methodological approach of the workshops was based on the principles and procedures outlined below:

- Principles:
  - permit the expression of local expertise;
  - select the most important and achievable activities;
  - encourage the participation of the different local development contributors and service providers (collectivities, community based organizations, government, NGO and private sector technical assistants);
  - proceed together on a consensual basis;
  - focus on the results of the workshop, documenting workshop activities;
  - establish a working relationship between the collectivities, CBOs and ARD.
- Procedures:
  - participants assess the current condition of their community;
  - they discuss the most important of 1) recent achievements, 2) major changes, 3) challenges and constraints, and 4) strengths and advantages of the collectivity;
  - participants identify strategic actions needed for more effective, democratic and transparent management of community services and resources;
  - when asked to consider specific, concrete actions to improve local governance, the participants express what they consider to be the most important concerns of the collectivity;
  - they arrive at a group consensus by organizing their ideas into strategies reflecting the concerns of the collectivity.

### Prioritization of the strategic actions

After working in sub-groups to refine the strategies and identify the most relevant actions, participants were asked to prioritize these strategies on the basis of several criteria including: the pertinence of the strategy, evidence of existing community initiatives, anticipated support of the community and its leaders, and compatibility with the ARD's areas of intervention. With these criteria in mind, each participant voted for the two strategies he or she deemed most important and appropriate. By tallying the votes cast, participants were able to determine the top five strategies for the collectivity.

In all, thirteen workshops were organized (one in each target zone). In addition to identifying priority strategies, participants in each collectivity also appointed a technical working group, charged with refining the selected strategies and determining eventual technical assistance and training support needs.

### Results:

637 persons took part in the ZSPW's, including 90 representatives of technical services, the administration, NGOs and other projects working in the respective areas. Of the 547 participants from the local collectivities (council members and grassroots organizations), 90 were women (16%). *Sous-préfets* in several zones participated actively in the workshops. Despite hot and crowded conditions the ZSPW's were marked by a high level of energy and enthusiasm. Without exception, participants worked right up until the concluding session. It is worth adding that participants had no financial inducements. ARD covered the cost of a collective lunch, but paid no per diems to any participants.

A review of the priority strategies identified in the 13 target zones (Annex 4) reveals the following:

- The improvement of health services, the reinforcement of the capacities of local elected officials, the institutional development of community organizations, and improved natural resource management and environmental planning are concerns shared by the majority of local collectivities, both rural and municipal.
- Certain strategies that were identified do not correspond with the areas of assistance of the project or do not offer obvious opportunities for project support (agricultural development, creation of infrastructures, etc.).
- There were very few strategies concerning the institutional reinforcement of women's organizations even if, in practice, women play a significant role in development activities at the community level.

### Organization of technical working groups (TWG):

During the strategic planning workshops each collectivity established a technical working group in charge of refining the selected priority strategies, determining technical assistance and training needs, helping implement the strategies, and monitoring. They are composed of approximately nine members, including five persons who worked on different strategies during the ZSPW, and four rural or municipal council members. Eighteen percent of the TWG members are women. The technical working groups are defined as technical liaison structures between the community and ARD. Their mission, the profile of their members, and the way they are formed are detailed in the ZSPW and TWG reports.

The technical working groups that were set up in the Saint Louis region have organized two meetings, including an orientation workshop with the ARD project team, and are already

functional. The launching of the TWG's in the Kolda and Thiès regions is scheduled to occur in July and August.

Problems:

The implementation of the ZSPW's was made difficult by a certain number of constraints including:

- the selection of strategies and requests for support which fell outside the project intervention areas, despite ARD's efforts made to clearly limit the field;
- the low level of women's participation (quantitative and qualitative) in several collectivities;
- the failure of certain "unpopular" strategies (such as increased tax recovery) to garner votes in the prioritization process, despite their importance to the success of the project;
- the persistence of a "*mentalité d'assisté*", often difficult for populations to overcome;
- communication problems related to the diversity of languages used in each workshop;
- the illiteracy of most participants, and the disparities in educational levels.

Perspectives:

With the ZSPW's completed for all three regions, the focus of attention in the next two months will be the launching of the TWG's in the Kolda and Thiès regions, and follow-up consultations with the TWG's in the Saint Louis region. To generate momentum in the different collectivities, ARD will encourage the TWG's to develop achievable action proposals corresponding to one or two of their top five strategies.

*D) Preparation of Initial Project Interventions*

Numerous initiatives have been undertaken in Senegal to train local elected officials and to reinforce the institutional capacities of CBO's in an effort to put decentralization into practice. Most of these initiatives are relatively recent or experimental in nature. The tools (methods, approaches, modules) that are developed in these areas are important, however, and are often determining factors. In ARD's strategy, the preparation of these tools constitutes a major step in the implementation of the Decentralization and Local Governance Support project. For that reason, ARD organized two workshops to share and exchange experiences with local resource people and representatives of organizations and institutions working in this sector. The objectives of the workshops were as follows:

- exchange strategies and experiences in the areas of training of local elected officials and institutional capacity-building of CBOs;
- identify successful experiences and constraints;
- inventory existing resources in Senegal;
- elaborate operational strategies, approaches and activities;
- identify key performance indicators of community organizations.

Thirty-nine people (in addition to the ARD team) were mobilized for the two workshops, representing 117 person/days of collective reflection and work in developing and refining intervention tools. The participants came from NGOs (44 %), state technical services (8 %), training and research institutions (13 %), and independent consultants (25 %). Women made up 20 % of the participants. Two participants were invitees from ARD's first-year target zones – a *communauté rurale* president and a municipal *secrétaire général*.

The results of the workshops were as follows:

- Content: Thanks to careful preparation of the two workshops and the participation of a variety of experienced organizations and institutions, ARD was able to:
  - learn about experiences in the training of local elected officials in Senegal, and discuss them with partners;
  - identify a variety of training and technical assistance areas for local elected officials and collectivities;
  - deepen the analysis of ARD's proposed strategy and approach;
  - identify available human, educational and material resources for training;
  - define an approach for elaborating new training modules;
  - identify different types of CBOs operating in the collectivities, CBO performance indicators, and approaches for institutional development of CBOs (institutional analysis, evaluation tools, strategic planning, leadership development).
- Communication: Workshop participants were informed about ARD's areas of intervention and its project implementation approach. ARD also shared its experience in promoting decentralization and improved governance in other contexts.
- Documentation: A large number of reference documents were compiled and a human resources bank was formed.
- Recommendations: ARD received a number of useful suggestions regarding: the need for pragmatism and creativity, the selection of capable partners, gender and equity dimensions, the availability of decentralization texts and training materials in national languages, and the monitoring of training programs.

Perspectives:

- The completion of training modules;
- The determination of activities to be implemented in collaboration with target collectivities;
- The preparation of launching activities;
- The testing of institutional development approaches with selected CBOs, with a view to later implementation on a larger scale.

#### *E) Monitoring and Evaluation:*

Objective:

The result ARD was responsible for achieving in implementing the MERA component of the contract during the first four months was the establishment of baseline data and recommended targets for all KIR indicators for the first three priority regions during the first 60 days after contract effective date (February 25), and for the remaining two priority regions within the next 60 days.

Activities:

- Translated key MERA documents, including table of Contractor Results and targets into French;
- Organized ARD staff orientation sessions to examine, discuss, and clarify understanding of MERA requirements and Contractor Results;



- Prepared table for USAID highlighting differences in Contractor Results indicators as presented in RFP, and as recommended in ARD's final proposal;
- Developed preliminary guide for collection of baseline data on Contractor Results indicators, listing definitions of key terms, tasks, sources of information, and documentation to be assembled;
- Conducted informal baseline data collection trials in two target zones in St. Louis region following ZSPW's;
- Identified a number of definitional and methodological issues to resolve regarding Contractor Results before initiating baseline data collection;
- Received and examined a proposed strategy from one of ARD's resource organizations to approach the baseline data collection as an opportunity for training local counterparts in administrative evaluation and self-governance;
- Participated in a joint USAID-ARD review of SO2 KIR indicators and Contractor Results indicators.

#### Results:

ARD did not achieve the contract result with regard to collection of baseline data for the first six priority regions. A number of factors (see problems, below) prevented ARD from initiating the data collection process. Two important results were obtained, however, laying the groundwork for the successful completion of this task in the next quarter:

- By working through the different activities listed above, ARD's technical staff acquired a clear understanding of USAID's performance indicators for SO2, and the practical issues involved in data collection. This places ARD in a much better position to mobilize, guide, and manage a baseline data collection effort that will generate reliable and useful information.
- USAID and ARD staff resolved a number of questions related to indicator definitions, measurement, and relevance during the joint work sessions the two teams undertook at the end of the second quarter. Several definitions were modified. Though this work will not be completed until July 15, it should facilitate all subsequent work on the MERA component.

#### Problems encountered:

- In order to get into the field quickly, ARD identified, validated, and recommended target zones in the three priority regions in cascade fashion in the first months. The target zones in Kolda and Thiès, for example, were not confirmed until mid-May and mid-June, respectively. This schedule led ARD to recommend early on that it would be more economical to suspend baseline data collection until all (thirteen) first year target zones had been confirmed. The time required to make a reasoned selection of zones will no doubt pose similar difficulties for baseline data collection as the project enters the Year-two regions as well.
- USAID and ARD agreed in May to undertake joint work sessions to address some of the definitional and methodological questions ARD had raised about the Contractor Results. Both parties agreed that definitions of key terms such as "local development plan" and "contracts" should be as watertight as possible to ensure that baseline data would be meaningful. Due to heavy travel schedules on the part of both teams, however, the first substantive work session was not held until June 26.

Proposed corrective actions:

The SO2 team has indicated to ARD that baselines and performance targets are required no later than September 30. ARD will continue to work closely with the SO2 team and MERA specialist in July to finalize the list of indicators and accompanying definitions. It will identify a local firm with proven experience in monitoring and evaluation of governance programs to assist it in preparing appropriate questionnaires and survey instruments, in fielding survey teams in August and September to all six priority regions, and in processing the information received. Given time constraints, ARD will not turn the data collection effort into a full-fledged training activity for target communities. Nevertheless, ARD technical staff will ensure that local authorities and Technical Working Group members in its thirteen target zones are apprised of the data gathering effort, and that they are fully consulted and implicated in this first phase.

The difficulties anticipated in carrying out the process outlined above are significant. They include:

- containing costs in light of the high number of indicators retained (sixteen);
- reduced availability of TWG members and rural survey respondents during the peak agricultural season; and
- restricted mobility of survey teams in certain *communautés rurales* due to rain-damaged roads.

### III. CONCLUSIONS

The March-June project start-up period was marked by the attainment of several important milestones, most notably the establishment of a fully-functional office and administrative support system, the identification and selection of target zones in the first three priority regions, and the successful organization of strategic planning workshops in each zone. Participants at the ZSPW's identified five priority arenas for improving local management of services and resources, and possible activities for implementing those strategies. Though ARD's initial work in the target zones confirm the difficult context for decentralization (widespread illiteracy, insufficient information about the 1996 reform, weak local economies, failure of agricultural services, etc.), local officials and citizen groups display remarkable determination and enthusiasm. The ZSPW's revealed promising opportunities for promoting improved governance and local management in all thirteen target zones.

The key factors underlying the success of the ZSPW's were careful preparation and a methodology that proved to be extremely powerful in generating local participation and commitment to action. Numerous local officials and citizens commented that they had never undertaken a planning exercise which so clearly reflected their preoccupations, and which resulted in strategies they "owned" so entirely. The insufficient participation of women in the ZSPW's was disappointing but not surprising, and confirms the necessity of according special attention to women's organizations, particularly in the area of capacity building.

The involvement of the entire core team of ARD in every phase of the project start-up solidified the team's understanding of its mission, and also allowed it to develop a strong, personal rapport with elected officials, citizens, and other partners in the target zones. ARD maintained regular communications with Senegalese administrative officials at all levels (national, regional, departmental, and arrondissement), and received excellent support in return. The quality of participation of CERP agents was variable. These are important foundational elements which have to be preserved and consolidated in subsequent months as ARD works with the TWG's to plan and carry out support activities tailored to the specific needs and ambitions of target communities for improving management of services and resources.

To preserve momentum while the TWG's organize and come up to speed, ARD proposes to undertake activities in August and September that address questions of concern to all the target zones, namely the need for improved understanding of decentralization texts and the roles and responsibilities of local government. Having completed the intensive start-up process in March to June, therefore, ARD's attention will turn in the third and fourth quarters to the preparation of both generic, and site-specific support actions, corresponding to the key intermediate, and intermediate results of the project. ARD will contract with a number of local resource organizations and consultants for assistance in both the conception and execution of support activities.

The multiplicity of decentralization and local development initiatives in Senegal is a fact of life. The need for improved coordination and collaboration was a recurring theme in ARD's introductory meetings with GOS officials and other structures. ARD took these concerns into account in the zone selection process. In the field, ARD team members encouraged target communities to view potential training support and technical assistance from ARD as complements to assistance received from other development partners. ARD encouraged local authorities to invite their development partners (projects, NGO's) to site validation meetings and ZSPW's. Preliminary discussions with several of these partners reveal that the risks of outright interference are manageable (by the TWG's), and that opportunities for complementary actions (if not actual collaboration) are numerous. ARD will make coordination and collaboration a principle of its intervention in all target zones.

The only area in which ARD failed to meet contract timelines in the start-up phase concerns baseline data collection. The completion of the joint USAID-ARD review of SO, KIR, and Contractor Results indicators in mid-July should clear the way for the establishment of the reference situation in the third quarter.

#### **IV. PROJECT ACTIVITIES PLANNED FOR THIRD QUARTER (JULY – SEPTEMBER 2000)**

Project implementation in the third quarter will revolve around the following five core activities and events:

##### **1. *Organization of the Technical Working Groups:***

The TWG's established in each of our 13 first-year zones will be ARD's primary interlocutors for the development of action plans and the identification of training and TA requests corresponding to the five strategic priorities identified by the ZSPWs. To fulfill their functions, it is critical that the TWG's have a clear understanding of their mission and tasks, and develop simple but effective operating procedures. To help the TWG's in the Kolda and Thiès regions get off to a good start, ARD will organize initial work sessions with all eight of them in July and early August, similar to those held in May and June with the St. Louis TWG's. ARD will return to St. Louis in August for a second work session with the five TWG's in that region, focusing on the planning of actions in support of improved service and resource management.

##### **2. *Launching ceremony:***

USAID and ARD will organize a ceremony in the Thiès region on July 26 officially marking the launching of ARD's activities in support of Strategic Objective 2. The U.S. ambassador and Senegalese minister of decentralization are expected to attend. In addition to Dakar and Thiès-based government officials and press representatives, ARD proposes to invite one elected official and two TWG members from each of the thirteen, first-year zones, and to assist them in preparing a short presentation. The ceremony will provide an opportunity to inform Senegalese authorities and the general public about the objectives of SO2, and its innovative approach to promoting improved local governance. By confirming the support and involvement of the U.S. and Senegalese governments, the ceremony will no doubt provide additional motivation for the thirteen, first-year zones.

**3. *Workshop for local elected officials and CBO's on transferred competencies:***

While ARD pursues its assistance to the 13 TWG's in defining activities and training and TA needs specific to each target zone (in application of the demand-driven approach of the project), we propose to develop and execute a generic one-to-two day training event conceived as an initial response to a problem identified by participants in all 13 ZSPW's – the inadequate understanding of the new roles and responsibilities of local government following the 1996 reform. The workshop will be organized around practical case-studies, and will focus on clarifying the spirit rather than the letter of the decentralization texts. ARD will contract with a group of local consultants for the development, testing, and execution of the module in August and September 2000.

**4. *Technical assistance to target zones in preparation of budgets for 2001:***

ARD will initiate technical assistance to local government authorities in target zones aimed at improving the planning/budgeting process. The focus will be placed on: developing realistic budgets; linking them to plans that have broad support; involving the public in budget deliberations; examining strategies for improving tax recovery – including better communication with public on past and present budget execution and issues.

**5. *Definition of ARD's Performance Monitoring Plan:***

USAID and ARD have been working since June to finalize the list of indicators (Strategic Objective, KIR and Contractor Results) for which ARD will be responsible for reporting. Once this work is completed, ARD will proceed with the development of its proposed PMP, to be submitted to USAID by September 30, 2000. The most important aspect of this work will be the collection and analysis of baseline data from the six priority regions for Years 1 and 2, and the establishment of targets. Though ARD will contract with a local firm specialized in monitoring and evaluation for much of the data collection and initial analysis, this activity will demand the active involvement of ARD's entire technical team throughout the quarter.

**Annex 1**

**Current Staffing as of 01 July 2000**

<b>Name</b>	<b>Position</b>	<b>EOD*</b>
Stephen L. Reid	Chief of Party/Senior Development Management Specialist	25 Feb 00
Michael W. Kidd	Deputy Chief of Party/Financial Management Specialist	14 Feb 00
Abderhamane Djiré	Popular Participation Specialist	24 Feb 00
Cheikh Abdou Lô	Public Finance Specialist	06 Mar 00
Awa Ndiaye Diouf	Decentralization Policy and Local Government Management Specialist	03 Apr 00
Babou Diouf	Community Natural Resource Management Specialist	03 Apr 00
Malamine Savané	Local Institutions Development Specialist	10 Apr 00
Mamadou Guèye	Administrative Assistant I	24 Feb 00
Rokhayatou Doucouré	Program Assistant	09 May 00
Mariétou Ndiaye	Finance Assistant	01 Jun 00
Gabrielle F. Dansokho	Administrative Assistant II	01 Jun 00
Moussa Diaw	Senior Driver	01 Jun 00
Daouda Bocoum	Driver	24 Feb 00
Daopane Ndiaye	Driver	13 Jun 00

\*: EOD: "Entrance on Duty"

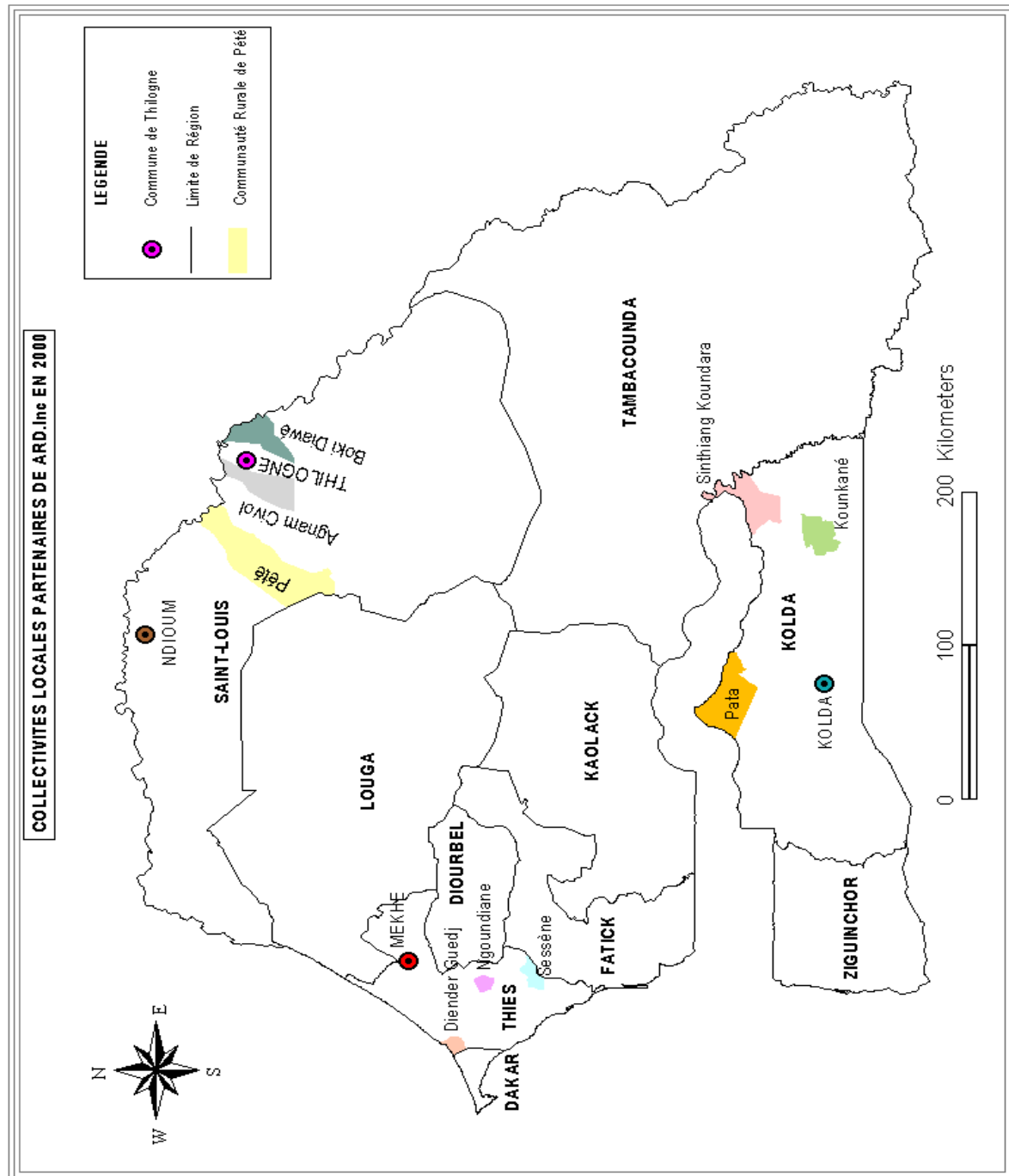
## Annex 2

### List of Target Zones – Year 2000

Region / Local Collectivity	Arrondissement	Department
<b>Region of Saint-Louis</b>		
Communauté Rurale de Boki Diawé	Ogo	Matam
Communauté Rurale de Agnam-Civol	Agnam-Civol	Matam
Communauté Rurale de Pété	Saldé	Podor
Commune de Thilogne	-	Matam
Commune de Ndioum	-	Podor
<b>Region of Kolda</b>		
Communauté Rurale de Sinthiang Coundara	Bonconto	Vélingara
Communauté Rurale de Kounkané	Kounkané	Vélingara
Communauté Rurale de Pata	Médina Yoro Fouta	Kolda
Commune de Kolda	-	Kolda
<b>Region of Thiès</b>		
Communauté Rurale de Sessène	Sessène	Mbour
Communauté Rurale de Ngoundiane	Thiénaba	Thiès
Communauté Rurale de Diender Guédji	Keur Moussa	Thiès
Commune de Méckhé	-	Tivaouane

### Annex 3

#### Map of Target Zones



## Annex 4 • Summary of Priority Strategies Identified during ZSPW's

### Region of Saint Louis

Collectivity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
CR de Pété	Former les élus locaux et la population	Mobiliser les ressources financières locales	Recouvrer la taxe rurale	Gérer l'environnement	Promouvoir la santé pour tous
CR d'Agnam-Civol	Mobiliser les ressources financières de la Communauté Rurale	Renforcer les capacités manageriales des élus locaux	Favoriser l'approche participative	Améliorer la situation sanitaire	Améliorer les techniques de gestion
CR Boki Diawé	Elaborer un plan de gestion des ressources naturelles	Promouvoir des activités en faveur des femmes	Sensibiliser les populations	Améliorer les conditions sanitaires	Renforcer les capacités des élus locaux
Commune de Thilogne	Protéger et diversifier les cultures	Elaborer des plans d'action pour résoudre des problèmes spécifiques liés à la santé des populations	Développer l'agriculture et le maraîchage par la maîtrise de l'eau	Former les élus locaux	Créer et améliorer les infrastructures
Commune de Ndoum	Améliorer les services de santé	Former et éduquer les populations	Désenclaver Ndoum-Walo pour la promotion de l'agriculture et l'élevage	Reboiser la commune	Réorganiser la gouvernance locale

### Region of Kolda

Commune de Kolda	Renforcer les capacités des acteurs locaux	Aménager la commune	Améliorer la couverture sanitaire des populations	Former les différents acteurs sur les textes de la décentralisation	Renforcer la participation des populations pour le développement
CR de Pata	Alphabétiser les populations dans les langues nationales	Elaborer un plan d'aménagement et de gestion du terroir	Renforcer les capacités sanitaires	Aménager la vallée Sofa-Niama	Vulgariser les textes sur la décentralisation
CR de Kounkané	Améliorer la couverture sanitaire	Gérer l'environnement	Renforcer les capacités des élus locaux	Améliorer les compétences en gestion locales	Faciliter l'accès au crédit
CR de Sinthiang Coundara	Appuyer les agriculteurs en matériels agricoles et produits phytosanitaires	Renforcer le système sanitaire	Former les élus locaux sur les textes sur la décentralisation	Faciliter l'accès à l'eau	Promouvoir le secteur de l'élevage

### Region of Thiès

CR Sessène	Mobiliser les ressources financières	Développer l'agriculture	Réaliser un plan d'aménagement concret de gestion du terroir	Améliorer la santé des populations	Renforcer les capacités organisationnelles et institutionnelles de la CR
CR Ngoundiane	Améliorer la santé	Former les acteurs locaux sur leurs rôles et leurs responsabilités	Renforcer les capacités manageriales des acteurs locaux	Mobiliser les ressources financières à travers les caisses d'épargne et de crédit	Renforcer l'agriculture
CR Diender Guédji	Aménager le réseau hydroélectrique de la Communauté Rurale	Améliorer la santé et le cadre de vie	Protéger et gérer les ressources halieutiques pour une exploitation durable	Valoriser les produits de la pêche et du maraîchage	Former les élus locaux sur les textes de la décentralisation
Commune Méckhé	Développer l'artisanat	Former les acteurs du développement local	Faciliter l'accès au financement	Renforcer les moyens financiers de la Commune	Elaborer un plan de développement local



## Annex 5

### Reports and Documents Produced during the Reporting Period

Report / Document	Date(s)
Team Building Workshop	09-10 Mar 00
Letter of Project Introduction (Presented in French, Wolof and Pulaar languages)	Mar 00
Zone Proposal Form	Mar 00
Data Collection for Zone Intervention Selection Form	Mar 00
Project Eligibility Criteria	Mar 00
Zone Selection Criteria	Mar 00
Guide for Holding Meetings of Zone Selection and Validation	Mar 00
Zone Data Analyses Tables	Apr 00
Workshop Participant's Manual, Advanced Participation Methods (English to French Translation)	Apr 00
Site Validation Trip, Region of Saint-Louis	17 Apr 00
Technical Working Group Terms of Reference	17 Apr 00
Zone Strategy Workshop Reports – Region of Saint Louis (5)	
- Communauté Rurale de Boki-Diawé	20 Apr 00
- Communauté Rurale de Agnam-Civol	21 Apr 00
- Commune de Thilogne	25 Apr 00
- Communauté Rurale de Pété	26 Apr 00
- Commune de Ndioum	27 Apr 00
Site Validation Trip, Region of Kolda	22 May 00
Procedures for Holding First Meeting with Technical Working Group	22 May 00
First Meeting Technical Working Groups – Region of Saint Louis (4)	
- Commune de Ndioum	22 May 00
- Communauté Rurale de Pété	23 May 00
- Communauté Rurale de Agnam-Civol	24 May 00
- Commune de Thilogne	24 May 00
Zone Strategy Planning Workshop Reports, Region of Kolda (4)	
- Commune de Kolda	30 May 00
- Communauté Rurale de Pata	31 May 00
- Communauté Rurale de Kounkané	01 Jun 00
- Communauté Rurale de Sinthiang Coundara	02 Jun 00
Site Validation Trip, Region of Thiès	08 Jun 00
Workshop for Exchange of Experiences in the Training of Local Elected Officials	08-09 Jun 00
Seminar on Institutional Development for Community-Based Organizations	13 Jun 00
First Meeting Technical Working Group, Communauté Rurale de Boki-Diawé, Region of St. Louis	13 Jun 00
Zone Strategy Planning Workshop Reports, Region of Thiès (4)	
- Communauté Rurale de Sessène	20 Jun 00
- Commune de Méckhé	21 Jun 00
- Communauté Rurale de Ngoundiane	22 Jun 00
- Communauté Rurale de Diender Guédji	23 Jun 00

**Annex 6**

**Workshops Organized during the Reporting Period**

No	Date(s)	Title	Purpose	Location	Days	No. Participants		
						ARD	Others	Total
1	09 Mar 00 to 10 Mar 00	Team Building	Broad exchange of views among partners; Review, discuss ARD's proposed approach for project implementation	Dakar	2	10	16	<b>26</b>
2	12 Apr 00 to 14 Apr 00	Advanced Participation Methods	Train ARD staff and local facilitators in APM	Dakar	3	6	30	<b>36</b>
3	20 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Boki-Diawé	1	6	68	<b>74</b>
4	21 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Agnam-Civol	1	6	54	<b>60</b>
5	25 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Thilogne	1	6	29	<b>35</b>
6	26 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Pété	1	6	60	<b>66</b>
7	27 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Ndioum	1	6	45	<b>51</b>
8	22 May 00	Zone Strategy Planning	Group Orientation	Ndioum	1	4	7	<b>11</b>
9	23 May 00	Technical Working Group	Group Orientation	Pété	1	2	7	<b>9</b>
10	13 Jun 00	Technical Working Group	Group Orientation	Boki-Diawé	1	2	9	<b>11</b>
11	24 May 00	Technical Working Group	Group Orientation	Agnam-Civol	1	2	7	<b>9</b>
12	24 May 00	Technical Working Group	Group Orientation	Thilogne	1	2	10	<b>12</b>
13	30 May 00	Zone Strategy Planning	Identify and prioritize local strategies	Kolda	1	6	37	<b>43</b>
14	31 May 00	Zone Strategy Planning	Identify and prioritize local strategies	Pata	1	6	50	<b>56</b>

**Annex 6 (continued)**

**Workshops Organized during the Reporting Period**

No	Date(s)	Title	Purpose	Location	Days	No. Participants		
						ARD	Others	Total
15	01 Jun 00	Zone Strategy Planning	Identify and prioritize local strategies	Kounkané	1	6	47	<b>53</b>
16	02 Jun 00	Zone Strategy Planning	Identify and prioritize local strategies	Sinthiang-Coundara	1	6	67	<b>73</b>
17	08 Jun 00 to 09 Jun 00	Exchange on training of local elected officials	Identify and develop materials and resources for training of elected officials	Dakar	2	6	20	<b>26</b>
18	13 Jun 00	Institutional development for grassroots organizations	Define strategies and approaches for reinforcing the institutional capacities of grassroots organizations	Dakar	1	2	17	<b>19</b>
19	20 Jun 00	Zone Strategy Planning	Identify and prioritize local community activities	Sèssène	1	6	48	<b>54</b>
20	21 Jun 00	Zone Strategy Planning	Identify and prioritize local strategies	Méckhé	1	6	49	<b>55</b>
21	22 Jun 00	Zone Strategy Planning	Identify and prioritize local strategies	Ngoudiane	1	6	39	<b>45</b>
22	23 Jun 00	Zone Strategy Planning	Identify and prioritize local strategies	Djender-Guédj	1	6	42	<b>48</b>

## Annex 7

### List of Introductory Meetings Held With Partner Structures (March – June 2000)

Date	Structure	Key Contact	Participants
01 Mar 00	ENDA-Graf	Emmanuel Dione, Coordinateur	USAID, ARD team, ENDA-Graf team
01 Mar 00	CBNRM (Projet de Gestion Communautaire des R.N.)	Abdourahamane Samourah, Directeur	USAID, ARD and CBNRM teams
02 Mar 00	Conseil National de Concertation des Ruraux (CNCR)	Samba Guèye, Secrétaire Général	ARD team, CNCR team
03 Mar 00	Safefod	Yero Sylla, Directeur	ARD HOM, COP
07 Mar 00	Programme National d'Infrastructures Rurales (PNIR)	Moussa Camara Lô, Coordonnateur	ARD HOM, COP, PFS
08 Mar 00	Association des Présidents de Conseil Rural (APCR)	Ale Lo, Président	USAID, ARD HOM, COP, PFS
13 Mar 00	Agence Canadienne de Développement (ACDI)	Birame Owens Ndiaye, Conseiller	USAID, ARD HOM, COP, PFS
21 Mar 00	ARED-CERFLA	Sonia Fagerberg Diallo	ARD COP, PFS, PPS
21 Mar 00	Direction des Collectivités Locales (DCL)	Mamadou Diouf, Directeur	ARD team
23 Mar 00	Conseil National de Concertation des Ruraux (CNCR)	Samba Guèye, Secrétaire Général	ARD team, CNCR team
24 Mar 00	Association des Maires du Sénégal (AMS)	Thierno Birahim Ndao, Secrétaire General, AMS	USAID, ARD COP, PFS, PPS, MEL team
24 Mar 00	ENDA-Graf	Racine Kane, Chargé de Programme	ARD PFS, PPS
27 Mar 00	Direction d'Expansion Rurale (DER)	M. Fallilou Guèye, Directeur	ARD team, DER team (E.H. Malick Cisse)
28 Mar 00	CBNRM (Projet de Gestion Communautaire des R.N.)	Kent Elbow, Pape Sarr	ARD COP, PFS, PPS
29 Mar 00	Association des Présidents de Conseil Rural (APCR)	Ale Lô, President	ARD COP, PFS, PPS
01 Apr 00	Conseil Régional - St Louis	Abdourahim Agne, Président	ARD team
18 May 00	Conseil Régional – Kolda	Mamadou Diamanka, Président	ARD COP, PFS, DP/LGMS
07 Jun 00	Conseil Régional – Thiès	Macodou Sène, Secrétaire Général	ARD COP, PFS, DP/LGMS